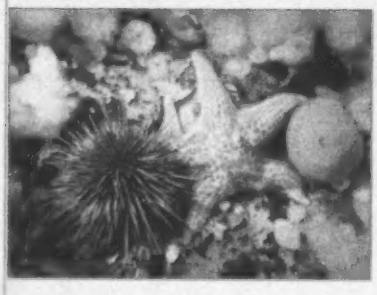
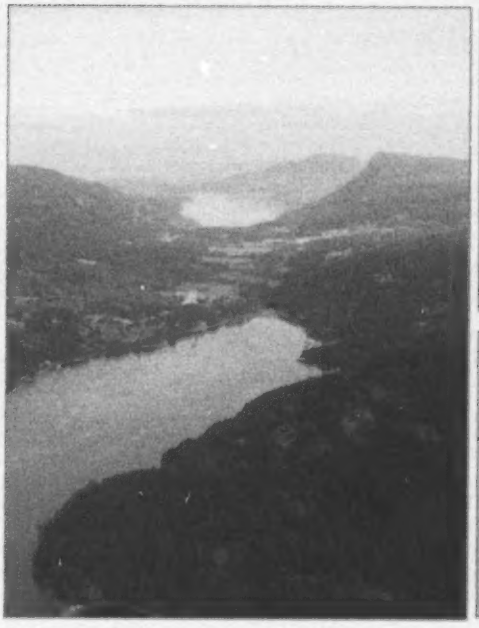
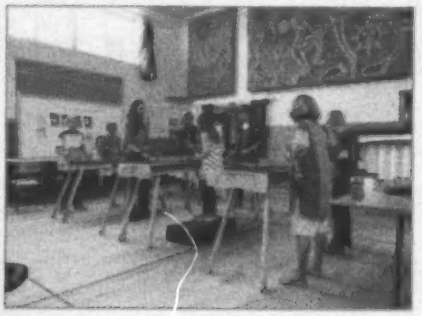
Strategic Plan

2014-2018

Adopted September 17, 2015
Updated to October 29, 2015

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The Islands Trust Area

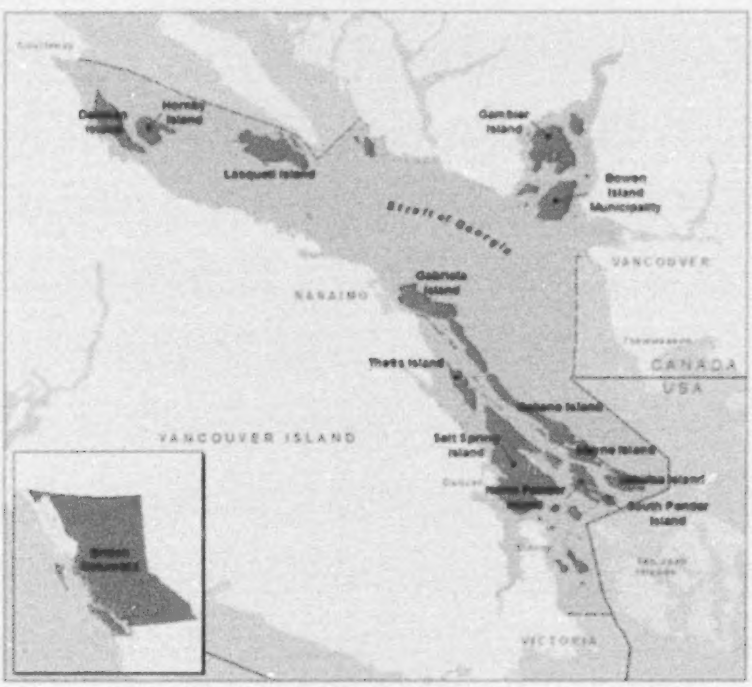
The Islands Trust Area covers the islands and waters between the British Columbia mainland and southern Vancouver Island, including Howe Sound and as far north as Comox. This is a unique and special place, composed of 13 major islands and more than 450 smaller islands covering approximately 5200 square kilometres.

The beauty, tranquility, and sometimes fragile natural environment of the islands in the Strait of Georgia and Howe Sound, characterized by an exceptional variety of species, have given the area national recognition.

The islands support strong communities characterized by a mix of lifestyles, livelihoods and individuals. Island residents bring unique skills, viewpoints and sense of place together to sustain a tradition of community involvement.

Our Provincial Object

'to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia'



The Islands Trust Council

The Islands Trust Council has a unique mandate from the province to preserve and protect the amenities and environment of the Islands Trust Area, for the benefit of residents and all British Columbians. It meets quarterly to make decisions about the Islands Trust's overall policy, advocacy positions, staff resources and budget. Trust Council consists of the 26 locally-elected trustees who also sit on 12 local trust committees and 1 island municipality. There they have responsibilities for land use planning and regulatory decisions that are separate from their role at the Islands Trust Council. The current Council was elected for a four-year term during BC Local General Elections in November 2014. Trustee terms will end in October 2018.

A Strategic Plan for the 2014-2018 Term

The Islands Trust Policy Statement is partially implemented through Trust Council's Strategic Plan. By identifying goals and developing a plan to achieve them, Council focuses finite resources and measures progress. After extensive review and public input in 2015, Trust Council confirmed the following focus areas for its 2014-2018 term:

Islands Trust Policy Statement Goal A - *'To Foster preservation and protection of the Trust Area's ecosystems'*
This term, the Islands Trust will work towards this goal by focusing on:

- *Protecting the natural environment of islands, particularly by encouraging voluntary stewardship, expanding the Natural Areas Protection Tax Exemption Program (NAPTEP), and protecting high biodiversity area, such as riparian areas and Coastal Douglas-fir and associated ecosystems.*
- *Protecting coastal shorelines and marine areas with land use planning tools and for advocating for appropriate oil spill prevention and response, management of abandoned and derelict vessels, and for reducing the impacts of shellfish aquaculture practices and industrial marine activities.*

Islands Trust Policy Statement Goal B – *'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'*

The Islands Trust will work towards this goal by focusing on:

- *Reducing community ecological footprints through the development of integrated community sustainability plans and supporting efficient and sustainable transportation systems and infrastructure*
- *Protecting water quality and quantity with land use planning tools, coordination with other agencies, advocacy and education about water conservation.*

Islands Trust Policy Statement Goal C – *'To sustain island character and healthy communities'*
The Islands Trust will work towards this goal by focusing on:

- *Enhancing, protecting and restoring community character, socio-economic diversity and economic sustainability – through the use of land use planning tools that improve the availability of affordable, accessible and appropriate housing and promote economic sustainability.*
- *Working with other agencies to promote economic sustainability and facilitate exploration of intra and inter-island transportation routes.*
- *Investigating whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents.*

Goal D – Effective, Efficient and Collaborative Governance
The Islands Trust will provide effective, efficient and collaborative governance by:

- *Strengthening relationships with First Nations.*
- *Improving cost effectiveness and resilience.*
- *Improving cooperation and integration with other levels of government.*
- *Improving community and agency understanding and support of the Islands Trust.*
- *Improving community engagement and participation in Islands Trust work.*

Strategic Plan Development

The Islands Trust Council's policies give the Islands Trust's Executive Committee responsibility for facilitating the review and amendment of Trust Council's Strategic Plan.

To develop drafts of the plan, the Executive Committee adopted a process in early 2015 that would identify between seven and 12 priority ***objectives***, along with related ***strategies***, through consultation with each of Council's three standing committees: the Trust Fund Board twelve local trust committees and Bowen Island Municipality.

After elections in November 2014, Trust Council members provided some initial input regarding strategic priorities for the coming term. In March 2015, a Trust Council workshop on strategic planning provided a further opportunity for trustees to consider strategic priorities. After a strategic planning workshop in June 2015, Trust Council endorsed a draft list of objectives and strategies for the purposes of public consultation, following further input from Council's committee, local trust committees, the Trust Fund Board and Bowen Island Municipality. In July and August 2015, members of the public were invited to provide input regarding Trust Council's potential strategic priorities. Almost 200 community members participated in a public survey about potential priorities and close to 50 sent their suggestions in individual emails and other correspondence. Trust Council's advisory committees reviewed public input before they finalized their recommendations to Trust Council regarding the Strategic Plan.

In August and September 2015, the Executive Committee considered all input before preparing a draft Strategic Plan for Trust Council's consideration in September 2015. After a further workshop and several amendments, Trust Council adopted the Strategic Plan included in Attachments 1 and 2 on September 17, 2015.

- **Attachment 1** focuses on the work that Trust Council, Council's standing and select committees, the Executive Committee and the Trust Fund Board undertake throughout the Islands Trust Area. Activities on Attachment 1 are numbered with a letter 'T' prefix.
- **Attachment 2** focuses on the work of local trust committees, which are responsible for land use planning and regulation within their respective local trust areas. Activities on Attachment 2 are numbered with a letter 'L' prefix.

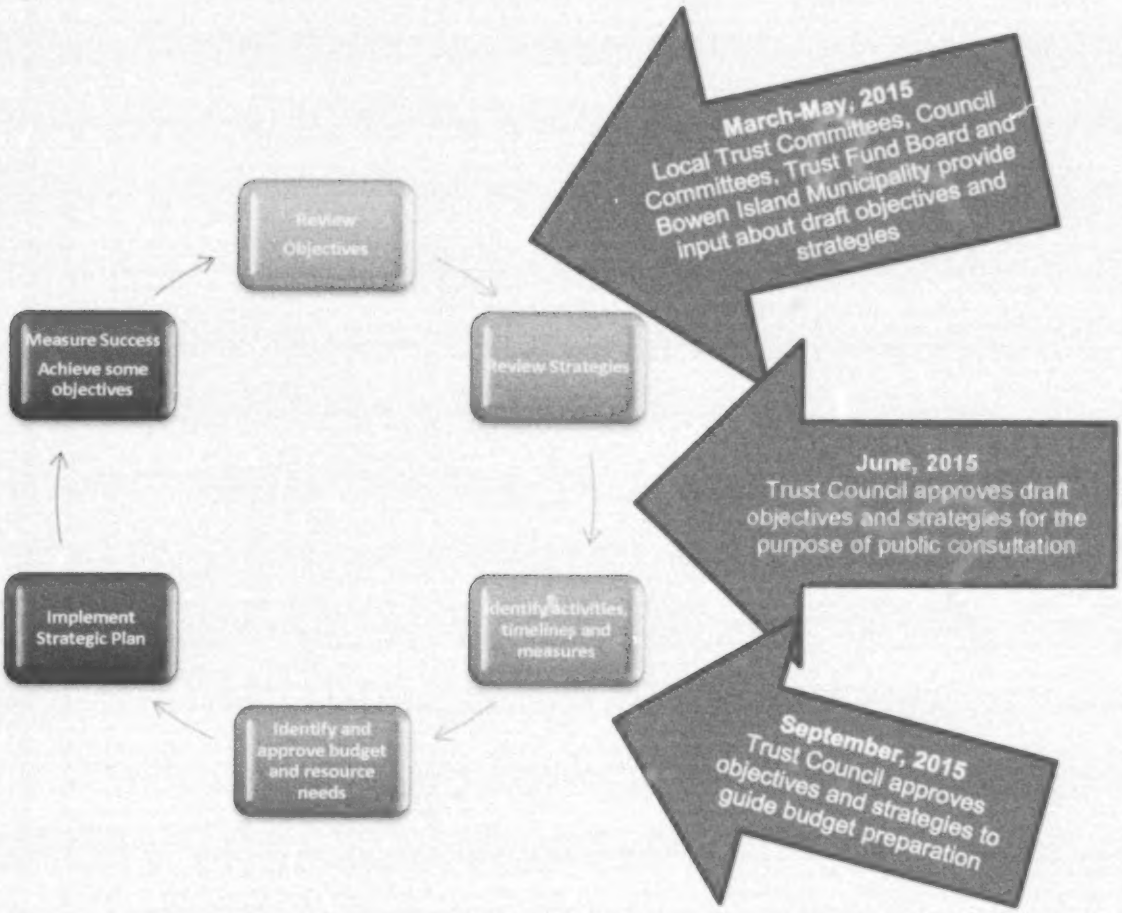
The Strategic Plan identifies 10 strategic *objectives,* reflecting input from the public and from Islands Trust bodies (local trust committees, the Trust Fund Board, Bowen Island Municipality and Council committees). It groups *objectives* and *strategies* according to broad goals found in the Islands Trust's Object and Policy Statement. It also indicates the *actions* that would help to implement some of the *strategies* and identifies which corporate bodies or staff units of the Islands Trust could take responsibility for the various *actions* identified.

The Strategic Plan indicates whether new resources will be needed for individual actions, how success will be measured and the status of each action. In some instances, actions are already underway, or carried forward from the 2011-2014 term.

The Islands Trust Council will have another opportunity in December 2015 to confirm its Strategic Plan after receiving further information about any new resource needs. Final confirmation of activities for 2016-2017 will take place in March 2016, upon adoption of the 2016-2017 budget.

Islands Trust Strategic Plan Review Process

The following diagram summarizes the process that the Islands Trust Council uses to develop and review its Strategic Plan:


Review Objectives
Review Strategies
Identify activities, timelines and measures
Identify and approve budget and resource needs
Implement Strategic Plan
Measure Success
Achieve some objectives
March-May, 2015
Local Trust Committees, Council Committees, Trust Fund Board and Bowen Island Municipality provide input about draft objectives and strategies
June, 2015
Trust Council approves draft objectives and strategies for the purpose of public consultation
September, 2015
Trust Council approves objectives and strategies to guide budget preparation

How to Read the Strategic Plan

The Islands Trust Strategic Plan is intended to serve several purposes, in one document, with two attachments. Attachment 1 focuses on activities that will be undertaken at a 'Trust Area' level by Trust Council, Council committees and the Trust Fund Board. Attachment 2 focuses on activities that will be undertaken by local trust committees and, in some cases, by Bowen Island Municipality. Trust Council uses its Strategic Plan to communicate to the public about the Islands Trust's primary objectives for the current term. It also uses it to communicate with external agencies, with the sixteen corporate bodies within the Islands Trust and with Islands Trust staff, to illustrate how the various activities work together to achieve common objectives and goals. The Strategic Plan also identifies phases for the various activities and whether they can be undertaken with existing resources, or require new ones. The Strategic Plan forms the basis for budget planning. Each quarter, Trust Council receives an updated version of the Strategic Plan to illustrate progress and challenges. The following annotated excerpt illustrates how to read the Islands Trust Strategic Plan:

Activities shown in **bold** are underway or planned for the current fiscal year; those shaded are either complete, or planned for a future fiscal year. In some cases, activities are scheduled to occur in phases over several years.

This identifies a broad Goal, three of which arise from the *Islands Trust Policy Statement*.

This column indicates how Trust Council will know an activity is complete.

The Strategic Plan has 10 Objectives. The top five priorities are colour coded, as indicated on Page 1.

This column is updated quarterly, for inclusion in Trust Council's meeting agenda. The column is colour coded to give a quick visual impression of status in achieving the Strategic Plan's Objectives. Changes since the last report to Trust Council are shown in *italics*.

This column identifies broad strategies that the Islands Trust would use to work towards its objectives.

Policy Statement Goal C: Sustain Island Character and Healthy Communities...

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS***
3. ENHANCE [protect natural] community character, socio-economic diversity and resilience, sustainability*	3.1 Advocate for sustainable, affordable and appropriate ferry service**	FY 2015-16 Schedule governance, funding requirements for fare reduction	EC	Funded by 2015-16 budget	By whether a funding report is complete	
		FY 2015-16 **3.1.1 Advocate for 25% fare reduction**	**EC**	*Funded by 2015/16 budget*	*By whether the EC has completed a fare reduction advocacy campaign*	
		3.1.2 Trust Council session with BC Ferries CEO	EC	Funded by 2015/16 budget	By whether the EC has organized a Trust Council session with the BC Ferries CEO	Complete June 2015
	3.2 Use land use planning tools and resources to improve the availability of affordable, accessible, appropriate housing (e.g. as described in Trust Council's Housing Toolkit)**	FY 2015-16 – 2018-19 3.2.1 Amend OCP's to include affordable housing policies	LTCs***/BIM***	Funded by 2015/16 program budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their OCP's to include new affordable housing policies	Galiano and Hornby considering OCP amendments
		FY 2015-16 – 2018-19 3.2.2 Amend LUBs to improve availability of affordable housing	LTCs***/BIM***	Funded by 2015/16 program budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their LUBs to improve availability of affordable housing	Galiano reviewing accessory dwelling and cottage size; North Pender reviewing housing affordability in STVAs
	This column identifies more detailed activities that will take place as part of larger strategies. In several instances, they would take place in phases, as indicated by Fiscal Year. ***NOTE: Attachment 1 activities have a 'T' prefix; Attachment 2 activities have a 'L' prefix.***	FY 2015-16 3.1.1 Develop a project charter to guide the work of LPC in regards to affordable housing advice for LTCs/BIM	LPC	Funded by base budget	By whether LPC has adopted a project charter	LPC work program includes development of a project charter
		FY 2016-17 3.1.2 [Potential work subject to project charter regarding affordable housing]	This column identifies which part of the Islands Trust would work on an activity, and is colour coded to assist understanding. LTC and BIM activities (Attachment 2) are identified by BIM and individual LTCs, and are not assigned by Trust Council.	Subject to funding in 2016-17 program budget	By whether work carried out in project charter is complete	Not due for review

This column indicates whether an activity can be undertaken with existing resources, or whether it is dependent upon Trust Council budgeting for new resources.

Attachment 1 – Islands Trust Strategic Plan – 2014-2018

• *Trust Council, Council Committees & Trust Fund Board*

Bold text = activities being undertaken in the current fiscal year that are not complete.
Shaded text= activities not currently underway, because they are complete or proposed for future fiscal years and subject to future budget decisions.
Italics – status updates (in status column) and other substantive changes since the previous Trust Council meeting.

OBJECTIVES are colour-coded to identify Trust Council's top 5 priority objectives, as identified in June 2015			STATUS is colour-coded to as follows:	
	COLOUR	PRIORITY	COLOUR	STATUS
		1		Not due to start or awaiting actions of others
		2		Completed
		3		In Progress – On Target
		4		Partially In Progress – Partially On Target (i.e. on target, by one or more LTCs)
		5		In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.)
		6-10		Not started – Behind target

Policy Statement Goal A: *'To Foster preservation and protection of the Trust Area's ecosystems'*

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
1 PROTECT the natural environment of the Islands Trust Area	**1.1 Encourage voluntary stewardship of the natural environment**	**FY 2015/16 – 2018/19** **T.1.1.1 Promote community participation in conservation through information sharing and education about private land stewardship options**	**TFB**	**Funded by base budget and grant funding**	**By whether the Islands Trust Fund is actively promoting its conservation programs at community events, in publications and online**	**Ongoing**
		FY 2014/15 - 2018/19 **T.1.1.2 Support island-based land trusts with partnerships, funding and capacity building opportunities**	**TFB**	**Funded by base budget and donations**	**By the number of island conservation projects supported from private donations through the Opportunity Fund and the number of projects competed through partnerships**	**$3800 granted in 2014-15** **None to date in 2015-16**
		FY 2016/17 – 2018/19 T.1.1.3 Investigate collaborative opportunities for promoting voluntary stewardship options on mixed-use landscapes	TFB	Subject to future budget requests and grant funding	By the number of new collaborative projects promoting stewardship on mixed use landscapes	Due to start in 2016/17
		FY 2014/15 – 2018/19 **T.1.1.4 Monitor and manage existing conservation areas to maintain and enhance biodiversity**	**TFB**	**Funded by base budget**	**By the percentage of TFB properties being actively managed to enhance biodiversity**	**Ongoing**
		FY 2015/16 – 2016/17 **T.1.1.5 Create a Property Management Strategy incorporating monitoring and management of**	**TFB**	**Funded by base budget**	**By whether the TFB approves a Property Management Strategy for implementation**	**In progress**

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		species at risk, invasive species and ecological restoration				
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area	FY 2015/16 T.1.2.2 Finalize letter of understanding with BIM re NAPTEP	EC	Funded by base budget	By whether Trust Council and BIM have adopted a letter of understanding re NAPTEP	*Complete*
		FY 2015/16 – 2016/17 **T.1.2.3 Launch NAPTEP on Bowen Island**	**TFB**	**Funded by base budget**	**By whether TFB has launched NAPTEP on Bowen Island**	**Due to start in 2015/16**
		FY 2014/15 – 2016/17 **T.1.2.4 Support efforts by Land Trust Alliance of BC to expand a conservation tax exemption program province-wide**	**TFB**	**Funded by base budget**	**By whether the Province considers the implementation of a NAPTEP-like program**	***2015 UBCM Resolution B 15 approved***
	1.3 Protect fish habitat by implementing Riparian Areas Regulation	**Please see Attachment 2 for more details about this strategy.**				
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund	**FY 2015/16 – ?** **T.1.4.1 Seek legislative change regarding TFB corporate structure and name**	**EC** / **TFB**	**Funded by base budget**	**By whether EC/TFB have requested legislative changes re TFB corporate structure and name**	**EC met with ADM in May 2015**
		FY? T.1.4.2 Develop and implement strategy to transition to new organizational name	TFB	Subject to future program budget	By whether TFB has implemented corporate status and name changes	Not started. Not due unless province makes the requested legislative changes
		FY? T.1.4.3 Review and launch long-term funding strategy	TFB	Subject to future program budget	By whether TFB has reviewed and launched long-term funding strategy	Not started. Not due unless province makes the requested legislative changes
	1.5 Protect high biodiversity areas identified in TFB's Regional Conservation Plan	**FY 2015/16 –?** **T.1.5.1 Develop a land conservation strategy to protect high biodiversity areas (e.g. Coastal Douglas-fir)**	**TFB**	**Funded by base budget**	**By whether TFB has developed a land conservation strategy to protect high biodiversity areas**	**Protection strategy in development**
		FY 2014/15 – 2018/19 **T.1.5.2 Protect land with high biodiversity, through acquisition, donation, or conservation covenant**	**TFB**	**Partial funding through base budget; acquisitions funded by donations and external grants**	**By whether TFB has protected at least 200 hectares of high biodiversity land in the timeframe of the Regional Conservation Plan 2011-2017**	**133.7 hectares protected since 2011**
		FY 2014/15 – 2017/18 **T.1.5.3 Secure 20 hectares of conservation land on Thetis Island**	**TFB**	**Subject to external funding (grants and donations)**	**By whether a publically-accessible nature reserve is created on Thetis Island**	**In progress**
		FY 2014/15 –? **T.1.5.4 Protect a parcel of Crown forest on Lasqueti Island through Sponsored Crown Grant Program**	**TFB**	**Subject to First Nations support and external funding**	**By whether an application to the Sponsored Crown Grant program has First Nations support, and is successful.**	**Consultation with First Nations initiated**

Attachment 1– Trust Council, Council Committees and Trust Fund Board Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	1.6 Use land use planning tools to protect high biodiversity areas, using criteria from TFB's Regional Conservation Plan	**Please see Attachment 2 for more details about this strategy**				
	1.7 Use land use planning tools and decisions to protect Coastal Douglas-fir and associated ecosystems	FY 2016/17 T.1.7.1 Develop a planning tool kit to illustrate how to protect Coastal Douglas-fir and associated ecosystems	LPC	Subject to funding in future program budgets	By whether recommendations for planning tools have been prepared	Due to start in 2016/17, subject to LTC interest
	1.8 Advocacy re protection of ecosystems	**FY 2015/16** **T.1.8.1 Encourage CRD to develop a (non-native) fallow deer management plan on Mayne Island**	**EC**	**Funded by base budget**	**By whether the Trust Council Chair has asked the CRD to develop a fallow deer management plan**	**Due to start in 2015/16**
2. PRESERVE, PROTECT and ADVOCATE for coastal shorelines and marine *areas* within the Islands Trust Area	**2.1 Use land use planning tools for shoreline protection**	**FY 2015/16** **T.2.1.1 Develop a project charter to guide the work of LPC regarding shoreline/marine planning advice for LTCs/BIM**	**LPC**	**Funded by base budget**	**By whether LPC has adopted a project charter regarding shoreline/marine planning advice for LTCs/BIM**	**LPC work program includes development of a project charter**
		FY 2016/17 T.2.1.2 Undertake work outlined in project charter regarding shoreline/marine planning	LPC	Subject to funding in 2016/17 program budget	By whether LPC has implemented project charter regarding shoreline/marine planning advice for LTCs/BIM	Due to start in 2016/17
	2.2 Encourage Voluntary Stewardship of Nearshore Ecosystems	**FY 2015/16 – 2016/17** **T.2.2.1 Complete mapping of forage fish habitat for major islands**	**TFB**	**Funded by base budget and external grants**	**By whether TFB has completed forage fish habitat mapping for major islands**	**Denman, Hornby, Thetis, N&S Pender, Gambier, Keats, Bowen complete**
		FY 2016/17 –? T.2.2.2 Develop public outreach strategy including information about eelgrass and forage fish nearshore habitats to private landowners on selected islands	TFB	Funded by base budget	By whether TFB has provided information to private landowners	Due to start in 2016/17
	2.3 Advocate for oil spill prevention and response	**FY 2015/16 – 2018/19** **T.2.3.1 Chair correspondence regarding shipping safety**	**EC**	**Funded by base budget**	**By whether the Chair has sent correspondence to advocate for shipping safety**	Marine advocacy on-going
		FY 2015/16 T.2.3.2 Chair participation through a 'letter of comment' to hearings related to Kinder Morgan tanker traffic	EC	Funded by base budget	By whether the Chair has sent a letter of comment regarding the Kinder Morgan pipeline proposal	Complete

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		FY 2015/16 **T.2.3.3 Encourage Canadian oil spill response agencies to coordinate spill response strategies with American counterparts**	**EC**	**Funded by base budget**	**By whether the Chair has sent a letter to Canadian oil spill response agencies**	**Due to start in 2015/16**
	2.4 Advocate for management of derelict and abandoned vessels	**FY 2015/16 – 2016/17** **T.2.4.1 Continue to advocate for senior government solutions to abandoned and derelict vessels**	**EC**	**Funded by base budget**	**By whether the Islands Trust has continued to advocate for abandoned and derelict vessel solutions**	**Advocacy is on-going**
		FY 2015/16 **T.2.4.2 Staff participation in Joint Working Group for the Removal of Problem Vessels in BC**	**EC**	**Funded by base budget**	**By whether staff are participating as members**	**Last meeting in July 2014.**
	2.5 Advocate to reduce negative impacts of shellfish aquaculture practices	FY 2016/17 T.2.5.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy	EC	Funded by base budget	By whether EC has adopted a project charter and budget request for the 2017/18 budget	Due Dec 2016
		FY 2017/18 T.2.5.2 Develop project charter for shellfish aquaculture advocacy	EC	Subject to approval of budget request (see T.2.5.1)	By whether EC has adopted a project charter for shellfish aquaculture advocacy	Awaiting TC decision re budget request (see T.2.5.1)
		FY 2017/18 T.2.5.3 Implement project charter for shellfish aquaculture advocacy	EC	Subject to approval of budget request (see T.2.5.1)	By whether a EC has implemented project charter for shellfish aquaculture advocacy	Awaiting TC decision re budget request (see T.2.5.1)
	2.6 Advocate to reduce impacts of other industrial marine activities	**FY 2015/16** **T.2.6.1 Participate in Howe Sound Community Forum**	**EC**	**Funded by base budget**	**By whether Chair has attended the Howe Sound Forum**	**Chair attended HSCF in February *and October* 2015**
		FY 2015/16 **T.2.6.2 Advocate to reduce impacts of freighter anchorage activities**	**EC**	**Funded by base budget**	**By the number of contacts with regulatory agencies**	**Staff contact on-going**
		FY 2015/16 **T.2.6.3 Assist with community meetings about additional anchorages near Gabriola Island and Plumper Sound**	**EC**	**Funded by base budget**	**By whether staff have provided liaison support to Gabriola and Plumper Sound community members**	**Staff liaison role approved by EC in July 2015**

Policy Statement Goal B: *'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'*

OBJECTIVE	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
3.REDUCE community ecological footprints	3.1 Develop Integrated Community Sustainability Plans	**Please see Attachment 2 for more details about this strategy**				
	3.2 Support efficient and sustainable transportation systems and infrastructure	FY2 T.3.2.1 Develop a toolkit to assist LTCs and BIM in using land use planning tools to reduce community ecological footprints	LPC	Subject to funding in future budget	By whether LPC has developed a toolkit regarding land use planning tools to reduce community ecological footprints	Not due Not started
4. PROTECT quality and quantity of water resources	4.1 Coordinate with other agencies to protect water quality and quantity 4.2 Use land use planning tools to address issues of water quantity	**Please see Attachment 2 for more details about these strategies**				
	4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling)	**FY 2015/16** **T.4.3.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy and education re water conservation tools, such as through rainwater catchment and greywater recycling**	**TPC**	**Funded by base budget**	**By whether TPC has adopted a project charter and budget request for building organizational capacity (knowledge and time) related to advocacy and education re water conservation tools**	**Due Dec 2015**
		FY 2016/17 T.4.3.2 Develop project charter for water conservation advocacy and education	TPC	Subject to approval of budget request (see T.4.3.1)	By whether TPC has adopted a project charter for water conservation advocacy and education	Due to start 2016/17, subject to TC decision re budget request (see T.4.3.1)
		FY 2016/17 T.4.3.3 Implement project charter for water conservation advocacy and education	EC	Subject to approval of budget request (see T.4.3.1)	By whether TPC has implemented a project charter for water conservation advocacy and education	Due to start 2016/17, subject to TC decision re budget request (see T.4.3.1)
	4.4 Use land use planning tools to protect water quality and quantity	**Please see Attachment 2 for more details about this strategy**				

Policy Statement Goal C: *'To sustain island character and healthy communities'*

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
5. ENHANCE (protect/restore) community character, socio-economic diversity and economic sustainability	**5.1 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in Trust Council's *Community Housing Toolkit*)**	**FY 2015/16** **T.5.1.1 Develop a project charter to guide the work of LPC regarding affordable housing advice for LTCs/BIM**	**LPC**	**Funded by base budget**	**By whether LPC has adopted a project charter regarding affordable housing advice for LTCs/BIM**	**LPC work program includes development of a project charter.**
		FY 2016/17 T.5.1.2 Undertake work outlined in project charter regarding affordable housing	LPC	Subject to funding in 2016/17 program budget	By whether LPC has implemented project charter regarding affordable housing	Due to start in 2016/17, subject to funding. LPC has requested up to $50,000 in 2016/17 budget.
	5.2 Use land use planning tools to promote economic sustainability	FY 2016/17 T.5.2.1 Develop a project charter to guide the work of LPC regarding economic sustainability	LPC	Funded by base budget	By whether LPC has adopted a project charter regarding economic sustainability	Due Dec 2016
		FY 2017/18 T.5.2.2 Undertake work outlined in project charter regarding economic sustainability	LPC	Subject to funding in future program budgets	By whether LPC has implemented project charter regarding economic sustainability	Due to start 2017/18. Subject to LTC interest
	5.3 Use land use planning tools to address challenges of an aging population	**Please see Attachment 2 for more details about this strategy**				
	5.4 Work with other agencies to promote economic sustainability	FY 2016/17 T.5.4.1 Develop project charter and budget requests to build organizational capacity (knowledge and time) regarding advocacy for sustainable and appropriate agricultural policies	TPC	Funded by base budget	By whether TPC has adopted a project charter and budget request regarding advocacy for sustainable and appropriate agricultural policies	Due Dec 2015 Not started
		FY 2017/18 T.5.4.2 Develop project charter for sustainable and appropriate agricultural advocacy	TPC	Subject to approval of budget request (see T.5.4.1)	By whether TPC has adopted a project charter for sustainable and appropriate agricultural advocacy	Due to start 2017/18, subject to TC decision re budget request (see T.5.4.1)
		FY 2017/18 T.5.4.3 Implement project charter for sustainable and appropriate agricultural advocacy	EC	Subject to approval of budget request (see T.5.4.1)	By whether TPC has implemented project charter for sustainable and appropriate agricultural advocacy	Due to start 2017/18, subject to TC decision re budget request (see T.5.4.1)
	5.5 Investigate whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area	FY 2015/16 T.5.5.1 Develop Terms of Reference and appoint a Select Committee to study options for Victoria office and/or job locations	MGMT	Funded by base budget	By whether Trust Council has adopted Terms of Reference for a Select Committee and appointed members	*Complete*
		FY 2015/16 **T.5.5.2 Develop Scope of Work as**	**Select Committee**	**Potentially funded by**	**By whether Trust Council has approved a Scope of Work to be**	**Due Dec 2015**

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	constituents	a basis for a Request for Proposals for Trust Council approval		2015/16 program budget	included in a Request for Proposals	
		FY 2015/16 T.5.5.3 Seek proposals for study and identify budget needs	Select Committee	Potentially funded by 2015/16 program budget	By whether Select Committee has sought proposals and identified budget needs	Due Feb 2016
		FY 2016/17 T.5.5.4 Undertake study regarding Victoria office and/or job locations and make recommendations to Trust Council	Select Committee	Subject to funding in 2016/17 program budget	By whether Select Committee has completed study regarding Victoria office and/or job locations	Due to start in 2016/17 fiscal year
		FY 2017/18 - ? T.5.5.5 Implement Trust Council decision regarding Victoria office and/or job locations	MGMT	Subject to funding in future program budgets	By whether Trust Council has implemented decision regarding Victoria office and/or job locations	Due in future fiscal years, subject to later decisions and funding
	5.6 Facilitate exploration of intra and inter-island transportation routes	FY 2017/18 T.5.6.1 Develop a project charter and budget request regarding facilitation of exploration of intra and inter-island transportation routes	TPC	Funded by base budget	By whether TPC has adopted a project charter regarding facilitation of exploration of intra and inter-island transportation routes	Due Dec 2016 Not started. To be scheduled.
		FY 2018/19 T.5.6.2 Carry out project charter work regarding facilitation of exploration of intra and inter-island transportation routes	TPC	Subject to future funding (see 5.6.1)	By whether TPC has completed work identified in project charter regarding facilitation of exploration of intra and inter-island transportation routes	Not due. Not started.
	5.7 Advocate for prevention of inter-islands bridges	FY 2015/16 - ? T.5.7.1 Develop response to Gabriola bridge study	EC	Funded by base budget	By whether EC has completed a response to the Gabriola bridge study	Pending completion of provincial study

Goal D: Effective, efficient and collaborative governance

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
6. STRENGTHEN relations with First Nations	6.1 Improve engagement with First Nations	FY 2015/16 T.6.1.1 Design and populate a contact database for staff and trustee use based on the provincial consultative database	EC	Funded by 2015/16 program budget $10,000	By whether EC has created and populated a First Nations database.	In progress – draft Charter to EC Aug 2015
		FY 2015/16 T.6.1.2 Research to clarify roles and jurisdictions to consult with First Nations	EC	Funded by the 201/16 program budget $15,000	By whether EC has undertaken research to clarify roles and jurisdictions to consult with First Nations.	Not started
		FY 2015/16 T.6.1.3 Training and workshops at the local and Trust Council level, including honoraria and travel for First Nation	EC	Funded by the 2015/16 program budget $10,000	By whether local and Trust Council training and workshops have been undertaken.	Not started

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		participation				
		FY 2015/16 **T.6.1.4 Match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation**	**EC**	**Funded by the 2015/16 program budget $10,000**	**By whether one or more Community-to-Community meeting has been held.**	**Gambier is seeking to match a grant of $2,000**
	6.2 Improve protection of archaeological and First Nations cultural resources	**FY 2015/16** **T.6.2.1 Hold an educational Trust Council session about archeological site protection concerns.**	**EC**	**Funded by base budget**	**By whether Trust Council has held an educational session about archeological site protection concerns.**	**Not due. Not started. Scheduled for Dec 2015**
		FY 2017/18 T.6.2.2 Develop project charter and budget requests to build organizational capacity (knowledge and time) related to advocacy for archaeological site protection	TPC	Subject to funding in 2017/18 fiscal year	By whether TPC has completed a project charter and budget request regarding organizational capacity (knowledge and time) related to advocacy for archaeological site protection	Due Dec 2017 Not started
		FY 2019/20 T.6.2.3 Develop project charter for advocacy regarding archaeological site protection	TPC	Subject to approval of budget request (see 6.2.5)	By whether TPC has adopted a project charter regarding archaeological site protection advocacy	Due in 2019/20, subject to budget request (see T.6.2.2)
		FY 2020/21 T.6.2.4 Implement project charter for advocacy regarding archaeological site protection	EC	Subject to approval of budget request (see 6.2.5)	By whether TPC has implemented a project charter regarding archaeological site protection advocacy	Due in 2020/21, subject to budget request (see T.6.2.2)
7. IMPROVE organizational cost effectiveness and resilience	**7.1 Improve cost-effectiveness and quality of Trust Council operations**	**FY 2015/16 – 2016/17** **T.7.1.1 Amend Trust Council Meeting Procedures Bylaw to enable electronic attendance at TC meetings (re Electronic Meetings Regulation)**	**EC**	**Funded by base budget**	**By whether Trust Council has amended the Meeting Procedures Bylaw**	**Due to start in 2015/16**
		FY 2015/16 – 2018/19 **T.7.1.2 Review and update Trust Council policies and procedures**	**EC**	**Funded by base budget**	**By whether Trust Council has adopted a program for review and update of its policies and procedures**	**Preliminary work undertaken by Management Team**
		FY 2015/16 **T.7.1.3 Undertake Information Technology system audit and performance review**	**FPC**	**Funded by base budget**	**By whether FPC has completed an Information Technology System audit and performance review.**	**Due Dec 2015 Not started**

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		FY 2015/16 – 2018/19 **T.7.1.4 Increase opportunities for Trust Council to engage in in-depth discussion about its vision, goals, mandate and activities**	**EC**		**Funded by base budget**	**By whether Executive Committee has been scheduled time for in-depth Trust Council discussions**	**June/15 – Trust Council Strategic Planning Session Sept/15 Three Trust Council workshops *held***
	7.2 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island	**FY 2015/16** **T.7.2.1 Identify Initial Adaptation Strategy, with principles, objectives and options**	**EC**	**FPC**	**$5000 funding provided by Province. Balance of funding subject to future budget decisions**	**By whether Trust Council has adopted an Initial Adaptation Strategy, with principles, objectives and options regarding the potential incorporation of SSI**	**Trust Council workshop *held* Sept/15**
		FY 2016/17 T.7.2.2 Develop detailed Islands Trust Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island	EC	FPC		By whether EC/FPC have developed a detailed Adaptation Strategy	Due to start in 2016/17 *Subject to a YES vote regarding SSI incorporation*
		FY 2016/17 – 2017/18(?) T.7.2.3 Finalize and adopt detailed Adaptation Strategy to implement in the event of municipal incorporation of Salt Spring Island	EC	FPC	Subject to future budgets	By whether Trust Council has finalized and adopted a detailed adaptation strategy	Due to start in 2016/17 *Subject to a YES vote regarding SSI incorporation*
		FY 2015/16 **T.7.2.4 Review and update existing IT-MCSCD protocol agreement regarding incorporation of municipalities in the Islands Trust Area**	**EC**		**Funded by base budget**	**By whether Trust Council and MCSCD have reviewed and updated protocol agreement regarding incorporation of municipalities in the Islands Trust Area**	**TC resolution authorizing review June/15** **Briefing to TC Sept/15**
8.Improve cooperation and integration with other levels of government	**8.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations in regards to Crown land tenures**	**FY 2015/16 - ?** **T.8.1.1 Revise and consolidate six agreements with the Province regarding Crown Land in the Islands Trust Area**	**EC**	**TPC**	**Funded by base budget**	**By whether the Trust Council and the Minister responsible have amended and approved new protocol agreement and letter of understanding regarding Crown Land in the Islands Trust Area.**	**BIM has supported project. Project charter is complete.**
	8.2 Explore opportunities and benefits of working with UNESCO, TFB and others to seek nomination of the Trust Area as a UN Biosphere Reserve	FY 2016/17 T.8.2.1 Develop project charter and budget request re Biosphere Reserve	TPC		Funded by base budget	By whether TPC has adopted a project charter re Biosphere Reserve	Due Dec 2016
		FY 2017/18 T.8.2.2 Implement project charter re Biosphere Reserve	TPC		Subject to funding in future program budget (See 8.3.1)	By whether TPC has implemented project charter re Biosphere Reserve	Implementation to start in 2017/18, if budget approved
9. Improve community and agency understanding and support of the Islands Trust	**9.1 Review the Islands Trust Policy Statement**	**FY 2015/16** **T.9.1.1 Amend policies administering the Islands Trust Policy Statement**	**TPC**		**Funded by base budget**	**By whether Trust Council has amended the policies administering the Islands Trust Policy Statement**	**Some work underway**
		FY 2015/16 **T.9.1.2 Develop a project charter and budget request regarding a**	**TPC**		**Funded by base budget**	**By whether TPC has adopted a project charter and budget request regarding a targeted update of the**	**Due Dec 2015**

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		targeted update of the Islands Trust Policy Statement			**Islands Trust Policy Statement**	
		FY 2016/17 – FY 2017/18 T.9.1.3 Implement project charter regarding the targeted update of the Policy Statement	EC	Subject to funding in 2017/18	By whether EC has implemented the project charter regarding the targeted update of the Policy Statement	Implementation to start in 2016/17, if budget approved
		FY 2016/17 T.9.1.4 Develop a project charter and budget requests regarding creation of a vision statement for the Islands Trust Area through community engagement	TPC	Funded by base budget	By whether TPC has adopted a project charter and budget requests regarding creation of a vision statement	Due Dec 2016
		FY 2017/18 T.9.1.5 Implement project charter for development of a vision statement for the Islands Trust Area, through community engagement	TPC	Subject to funding in 2017/18 program budget	By whether EC has implemented the project charter regarding creation of a vision statement	Implementation to start in 2016/17, if budget approved
		FY 2017/18 T.9.1.6 Adopt a vision statement for the Islands Trust Area	TPC	Funded by base budget	By whether Trust Council has adopted a vision statement for the Islands Trust Area	Due after project charter has been implemented (see T.9.1.5)
	9.2 Improve communications about the Islands Trust object and history	**FY 2015/16 9.2.2 Implement adopted communications plan for 2015/16**	**EC**	**Funded by base budget**	**By whether EC has implemented communications plan**	**Underway**
	9.3 Engage communities and agencies in reviewing and updating planning bylaws	**Please see Attachment 2 for more details about this strategy**				
	9.4 Investigate the use of Alternative Dispute Resolution in Bylaw Enforcement	**FY 2015/16 – 2016/17 9.4.1 Review Bylaw Enforcement policy to consider potential amendments to recognize Alternate Dispute Resolution**	**EC**	**TBD**	**By whether EC has reviewed Trust Council's Bylaw Enforcement Policy to consider options for Alternate Dispute Resolution**	**Preliminary report prepared for EC regarding Alternate Dispute Resolution**
10. IMPROVE community engagement and participation in Islands Trust work	**10.1 Improve communications and availability of information about Islands Trust activities**	Activities to be determined	**TBD**	**TBD**	**TBD**	**Not due Not started**

* subject to decisions of Trust Fund Board

Attachment 2 – Islands Trust Strategic Plan – 2014-2018

• *Local Trust Committees & Bowen Island Municipality*

Bold text = activities being undertaken in the current fiscal year that are not complete.
Shaded text= activities not currently underway, because they are complete or proposed for future fiscal years and/or subject to future budget decisions
Italics – status updates (in status column) and other substantive changes since the previous Trust Council meeting

Objectives Column is colour-coded to identify Trust Council's top 5 priority objectives, as identified in June 2015

COLOUR	PRIORITY
	1
	2
	3
	4
	5
	6-10

Status column is colour-coded to provide a quick visual indicator, as follows:

COLOUR	STATUS
	Not due to start or awaiting actions of others
	Completed
	In Progress – On Target
	Partially In Progress – Partially On Target (i.e. on target, by one or more LTCs)
	In progress - Behind Target (e.g. not funded, delayed by other priorities, actions of others etc.)
	Not started – Behind target

Policy Statement Goal A: *'To Foster preservation and protection of the Trust Area's ecosystems'*

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
1 PROTECT the natural environment of the Islands Trust Area	1.1 Encourage voluntary stewardship of natural environment	Please see Attachment 1 for more details about these strategies				
	1.2 Expand Natural Areas Protection Tax Exemption Program (NAPTEP) program to entire Islands Trust Area					
	1.3 Protect fish habitat by implementing Riparian Areas Regulation	PHASE 1 – Identify watersheds FY 2014/15 L.1.3.1 Identify RAR watersheds on Gambier and Lasqueti	LTCs**	Funded in the 2014/15 program budget	By whether all RAR watersheds on Gambier and Lasqueti have been identified	Watershed mapping complete for Gambier, Keats, Bowyer and Passage islands. June/15
		PHASE 2 – Improve mapping FY 2014/15 – 2015/16 L.1.3.2 Improve mapping of additional riparian areas in Gambier LTA	LTCs**	Funded in 2015/16 program budget ($15,000 for mapping in Gambier and Lasqueti LTAs)	By whether new mapping of riparian areas is complete	Thormanby Islands and Lasqueti Island mapping proposed to begin in 2015
		PHASE 3 – Adopt bylaws FY 2014/15 – 2015/16	LTCs**	Funded by 2015/16 program budget	By whether Gabriola, Lasqueti, Mayne and Thetis are RAR	Gabriola, Salt Spring, Prevost bylaws

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		L.1.3.3 Adopt new bylaws to implement RAR on selected islands (Gabriola, Mayne, Salt Spring/Prevost, Thetis)		($1,500 for bylaw development on Thetis)	compliant through bylaw development	completed. Thetis in process. Mayne not working on RAR.
		FY 2014/15 – 2015/16 L.1.3.4 Adopt new bylaws to implement RAR on all islands where still required (Denman, Lasqueti, Hornby, Gambier, various associated islands)	LTCs**	*Funded by 2015/16 program budget ($5,000)*	By whether Ballenas/Winchelsea, Denman, Hornby and Salt Spring are compliant with RAR through bylaw development	*Denman and Hornby bylaws in process.*
		FY 2014/15 –? L.1.3.5 Adopt new bylaws to implement RAR on all Lasqueti and Gambier watersheds	LTCs**	Funded by 2015/16 program budget.	By whether all Gambier and Lasqueti watersheds are compliant with RAR through bylaw development	Project to begin in 2015 for Gambier. Awaiting mapping for Lasqueti.
	1.4 Establish reliable, adequate and sustainable funding for the Islands Trust Fund 1.5 Protect high biodiversity areas identified in TFB's Regional Conservation Plan	Please see Attachment 1 for more details about these strategies				
	1.6 Use land use planning tools to protect high biodiversity areas, using criteria from the TFB's Regional Conservation Plan	FY 2014/15 – 2018/19 L.1.6.1 Amend land use bylaws to improve protection of high biodiversity areas.	LTCs**/BIM***	Subject to program budgets	By whether LTCs have amended land use bylaws to improve protection of high biodiversity areas.	OCP reviews beginning in several LTAs
	1.7 Use land use planning tools and decisions to protect coastal Douglas fir and associated ecosystems	FY 2015/16 –? L.1.7.1 Use land use planning tools to protect Coastal Douglas-fir and associated ecosystems through land use planning	LTCs	Subject to base and program budgets	By the amount of Coastal Douglas fir and associated ecosystems that have been protected.	On-going
	1.8 Advocacy re protection of ecosystems	Please see Attachment 1 for more details about this strategy.				

Attachment 2 – Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?		IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
2. PRESERVE, PROTECT and ADVOCATE for coastal shorelines and marine areas within the Islands Trust Area	2.1 Use land use planning tools for shoreline protection	**FY 2015/16** **L.2.1.1 Improve public knowledge about sensitive shorelines**	**LTCs**/BIM***		**Funded by base budget**	**By whether mapping and other documents have been made available to public**	**Gambier LTA foreshore protection and stewardship maps posted to website**
		FY? L.2.1.2 Amend OCPs to improve shoreline protection	LTCs**/BIM***		Subject to program budget	By whether LTCs have amended their OCPs to improve shoreline protection	Identified as a future project on Hornby
		FY? L.2.1.3 Amend LUBs to improve shoreline protection	LTCs**/BIM***		Subject to program budget	By whether LTCs have amended their LUBs to improve shoreline protection	BIM has adopted a bylaw that regulates dock size for a part of Bowen's shoreline
	2.2 Encourage Voluntary Stewardship of Nearshore Ecosystems	**FY 2015/16 –?** **L.2.2.1 Support Green Shores for Homes Program on Thetis Island**	**Thetis LTC**	**TFB**	**Subject to budget**	**TBD**	**Thetis Island has been identified as a pilot community for the Green Shore for Homes Program**
	2.3 Advocate for oil spill prevention and response	**Please see Attachment 1 for more details about these strategies.**					
	2.4 Advocate for management of derelict and abandoned vessels						
	2.5 Advocate to reduce negative impacts of shellfish aquaculture practices						
	2.6 Advocate to reduce impacts of other industrial marine activities						

Policy Statement Goal B: *'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'*

OBJECTIVE	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
3. REDUCE community ecological footprints	3.1 Develop Integrated Community Sustainability Plans	FY 2015/16 L.3.1.1 Create a community profile as a basis for future planning in the Saturna LTA	Saturna LTC	Funded by 2015/16 base budget	By whether a Saturna community profile has been created.	*In process*
		FY 2015/16 L.3.1.2 Create a project charter and cost estimates for development of an Integrated Community Sustainability Plan for one or more LTAs	LTCs	Funded by 2015/16 base budget	By whether one or more LTCs has completed a project charter and cost estimates for development of an Integrated Community Sustainability Plan.	*Salt Spring Island LTC has made an application for funding*
		FY 2016/17 L.3.1.3 Develop one or more Integrated Community Sustainability Plan	LTCs	Subject to funding in 2016/17 program budget	By whether one or more LTC has developed an Integrated Community Sustainability Plan.	*Expected to start on Salt Spring in 2016/17*
	3.2 Support efficient and sustainable transportation systems and infrastructure	FY 2015/16 - ? L.3.2.4 Develop land use regulations to encourage cycling and electric vehicles	LTCs**/BIM***	Subject to program funding	By whether LTCs/BIM have developed land use regulations to encourage cycling and electric vehicles.	Not due. Not started.
		FY? L.3.2.6 Use land use planning tools to reduce community ecological footprint	LTCs**/BIM***	Subject to funding in future budget	By whether LTCs/BIM have used land use planning tools to reduce community ecological footprint.	Not due Not started
4. PROTECT quality and quantity of water resources	4.1 Coordinate with other agencies to protect water quality and quantity	FY 2015-16 – 2018/19 L.4.1.1 Coordinate implementation of the St. Mary Lake Integrated Watershed Management Plan	Salt Spring LTC	Funded by special tax requisition in future budgets	By whether the SSILTC is coordinating implementation of the St. Mary Lake Integrated Watershed Management Plan.	*St Mary Lake Integrated Watershed Management Plan released Oct/15*
	4.2 Use land use planning tools to address issues of water quantity	FY 2015/16 – 2016/17 L.4.2.1 Use land use planning tools to promote water conservation, such as through rainwater catchment and greywater recycling	LTCs**/BIM***	Funded by program budget in 2015/16. Subject to funding in 2016/17 program budget	By whether LTCs have amended land use regulations to promote water conservation.	Included in the Hornby LTC OCP review

OBJECTIVE	STRATEGIES	ACTIVITES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
	4.3 Advocate for and educate about water conservation measures (e.g. rainwater catchment, greywater recycling)	Please see Attachment 1 for more details about this strategy				
	4.4 Use land use planning tools to protect water quality and quantity	FY 2015/16 L.4.4.1 Use land use planning tools to protect the quality of well water	LTCs**/BIM***	Funded by base budget in 2015/16	By whether LTCs have amended land use regulations to protect well water quality.	SSILTC - Grantville Neighbourhood project underway

Policy Statement Goal C: *'To sustain island character and healthy communities'*

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
5. ENHANCE *(protect/restore)* community *character*, socio-economic diversity and economic sustainability	5.1 Use land use planning tools and decisions to improve the availability of affordable, accessible, appropriate housing (e.g. as described in Trust Council's *Community Housing Toolkit*)	FY 2015/16 – 2018/19 L.5.1.1 Amend OCPs to include affordable housing policies	LTCs**/BIM***	Funded by 2015/16 program budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their OCPs to include new affordable housing policies.	Gabriola considering OCP amendments. *Hornby OCP amendments approved by EC.*
		FY 2015/16 – 2018/19 L.5.1.2 Amend LUBs to improve availability of affordable housing	LTCs**/BIM***	Funded by 2015/16 program budget. Subject to funding in future program budgets	By whether LTCs and BIM have amended their LUBs to improve availability of affordable housing.	Galiano reviewing secondary suites and cottage size. North Pender reviewing housing affordability re STVRs
	5.2 Use land use planning tools to promote economic sustainability	FY 2015/16 L.5.2.1 Review commercial land use requirements and issues in Mayne LTA	Mayne LTC	Funded by 2015/16 program budget	By whether Mayne LTC has completed a review of commercial land use requirements and issues.	Project charter endorsed on Mayne in June 2015
		FY 2015/16 L.5.2.2 Amend LUB to ensure an appropriate supply of land zoned for emerging industrial and /or commercial needs in the Salt	Salt Spring LTC		By whether SSILTC has amended one LUB to ensure an appropriate supply of land zoned for emerging industrial and commercial needs	SSILTC – Industrial Advisory Planning Commission Report received

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS
		Spring Island LTA				
		FY 2015/16 L.5.2.3 Improve planning for island villages	Salt Spring LTC	Funded by program budget in 2015/16	By whether SSILTC has completed one village planning project (Salt Spring Ganges Village Boardwalk Project)	Project underway
		FY 2015/16 L.5.2.4 Amend land use regulations in the Galiano LTA regarding home industry	Galiano LTC	Funded by program budget in 2015/16	By whether Galiano LTC has amended OCP and LUB to address home industry (Galiano Home-based Contractor Yards Review)	Bylaw amendments under consideration
		FY 2015/16 L.5.2.7 Identify appropriate locations and scope for waste management facilities in the North Pender LTA	North Pender LTC	Funded by program budget in 2015/16	By whether North Pender LTC has determined appropriate locations and scope of waste management facilities (Land Use Planning for Waste Management Project)	Waste and Resource Management APC established Aug 2015
		FY 2016/17-? L.5.2.8 Amend land use regulations regarding waste management facilities in the North Pender LTA	North Pender LTC	Subject to funding in future program budgets	By whether North Pender LTC has amended land use regulations regarding waste management facilities	Due to start in 2016/17
	5.3 Use land use planning tools to address challenges of an aging population	FY 2015/16 L.5.3.1 Create an age-friendly community plan in one LTA	North Pender LTC	Funded by grant and program budget in 2015/16	By whether North Pender LTC creates an age-friendly community plan.	In progress on North Pender
	5.4 Work with other agencies to promote economic sustainability	Please see Attachment 1 for more details about these strategies.				
	5.5 Investigate whether relocation of some or all of the Islands Trust Victoria Head Office might better serve the interests of Trust Area constituents					
	5.6 Facilitate exploration of intra and inter-island transportation routes					
	5.7 Advocate for prevention of inter-islands bridges					

Goal D: Effective, efficient and collaborative governance

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
6. STRENGTHEN relations with First Nations	6.1 Improve engagement with First Nations	FY 2015/16 L.6.1.1 Match UBCM Community to Community (C2C) funding for local meetings, including honoraria and travel for First Nation participation	LTCs	Funded by the 2015/16 program budget $10,000	By whether one or more Community-to-Community meeting has been held.	Gambier is seeking matching a grant of $2,000
		FY 2016/17? L.6.1.2 Develop an agreement with First Nations	LTCs*/BIM**	Subject to funding in future budgets	By whether an agreement with First Nations has been developed	Not due. Not started. Denman work program includes development of an agreement with the K'ómoks First Nation
	6.2 Improve protection of archaeological and First Nations cultural resources	FY? L.6.2.1 Amend OCPs/LUBs to improve archaeological site protection in one LTA	LTCs*	Subject to funding in future budgets	By whether the OCP/LUB has been amended to improve archaeological site protection in one LTA	Not due. Not started
7. IMPROVE organizational cost effectiveness and resilience	7.1 Improve cost-effectiveness and quality of Trust Council operations	**Please see Attachment 1 for more details about these strategies.**				
	7.2 Prepare Island Trust organization to adapt to the potential incorporation of Salt Spring Island					
8.Improve cooperation and integration with other levels of government	8.1 Negotiate new protocol agreement and letter of understanding with the Ministry of Forests, Lands and Natural Resource Operations in regards to Crown land tenures					
	8.2 Explore opportunities and benefits of working with UNESCO, TFB and others to seek nomination of the Trust Area as a UN Biosphere Reserve					
9. Improve community and agency	9.1 Review the Islands Trust Policy Statement					

Attachment 2 – Local Trust Committee and Bowen Island Municipality Activities

OBJECTIVE	STRATEGIES	ACTIVITIES AND PHASES	WHO WOULD WORK ON IT?	IS FUNDING REQUIRED OR IN PLACE?	HOW WOULD WE MEASURE SUCCESS?	STATUS**
understanding and support of the Islands Trust	9.2 Improve communications about the Islands Trust object and history					
	9.3. Engage communities and agencies in reviewing and updating planning bylaws	FY 2015/16 - ? L.9.3.1 Update Land Use Bylaws - Galiano LUB technical amendments - Gabriola LUB updates re signage and dog boarding - Hornby OCP and LUB bylaw review - S. Pender LUB bylaw update - Thetis OCP&LUB for Assoc Islands	LTCs	Funded by base budget and projects budget	By whether communities have been engaged in the review and updating of planning bylaws	Bylaw reviews underway on Galiano, Gabriola, Hornby, South Pender and Thetis Islands. Galiano LUB updated July 2015
	9.4 Investigate the use of Alternative Dispute Resolution in Bylaw Enforcement	Please see Attachment 1 for more details about these strategies.				
10. IMPROVE community engagement and participation in Islands Trust work	10.1 Improve communications and availability of information about Islands Trust activities	To be determined	TBD	TBD	TBD	TBD

**subject to decisions of local trust committees ***subject to decisions of Bowen Island Municipality

Abbreviations:

BIM – Bowen Island Municipality
EC – Executive Committee
FPC – Financial Planning Committee
FY – Fiscal Year
IT – Islands Trust
ITF – Islands Trust Fund
LPC – Local Planning Committee
LTA – Local Trust Area
LTC – Local Trust Committee
LUB – Land Use Bylaw
MCSCD – Ministry of Community, Sport and Cultural Development
NAPTEP – Natural Area Protection Tax Exemption Program
OCP – Official Community Plan
RAR – Riparian Areas Regulation
SSI – Salt Spring Island
STVR – Short Term Vacation Rental
TAS – Trust Area Services
TBD – To Be Determined
TC – Trust Council
TFB – Trust Fund Board
TPC–Trust Programs Committee
UBCM – Union of BC Municipalities

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Colour Key for Middle Column:

Colour	Potential committee/unit/body taking lead for a potential strategy
	Local Planning (through Local Planning Committee, Local Planning Services staff, Local Trust Committees or Bowen Island Municipality)
	Trust Programs Committee or Trust Area Services staff
	Executive Committee
	Trust Fund Board or Islands Trust Fund staff
	Financial Planning Committee

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5. Kristine Mayes – Denman Island